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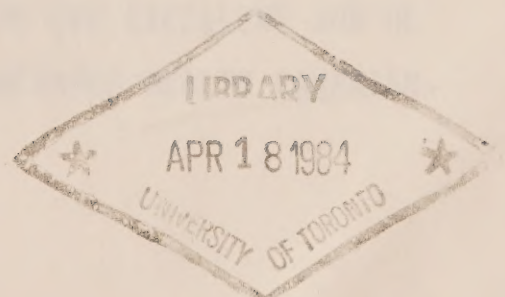
HAROLD F. GILBERT  
DEPUTY MINISTER

TO THE

MTC SENIOR MANAGEMENT CONFERENCE

BOARD OF TRADE COUNTRY CLUB  
WOODBIDGE, ONTARIO

MARCH 28, 1984





ADDRESS BY  
HAROLD F. GILBERT, DEPUTY MINISTER  
TO MTC SENIOR MANAGEMENT CONFERENCE  
WOODBIDGE, ONTARIO - WEDNESDAY, MARCH 28, 1984

LET ME BEGIN TODAY BY WELCOMING NORM MEALING TO HIS FIRST MTC SENIOR MANAGEMENT CONFERENCE. NOT ONLY THAT, NORM, BUT I'D LIKE TO TAKE THIS OPPORTUNITY TO THANK YOU AND THE SPS AND OUTLOOKS OFFICE STAFF FOR YOUR EFFORTS IN COORDINATING THIS CONFERENCE ... AND DEVELOPING THIS YEAR'S STRATEGIC DIRECTIONS.

I'D ALSO LIKE TO WELCOME NEWCOMERS TO THE MINISTRY ... JANICE SERVICE, DIRECTOR OF HUMAN RESOURCES PLANNING AND SERVICES BRANCH ... LINDA HOFFMAN, DIRECTOR OF MANAGEMENT IMPROVEMENT BRANCH. LILA KITCHING IS ANOTHER RECENT ADDITION ... FROM THE MINISTRY OF NORTHERN AFFAIRS AS EXECUTIVE SECRETARY TO MEG.

OTHER ADDITIONS TO OUR SENIOR MANAGEMENT TEAM THIS YEAR INCLUDE RICHARD PUCCINI, COMMUNICATIONS POLICY BRANCH DIRECTOR ... AND LES DAWLEY, THE MAINTENANCE BRANCH DIRECTOR. I'D PARTICULARLY LIKE TO THANK RICHARD FOR THE EXCELLENT JOB HE JUST COMPLETED AS CHAIRMAN OF THE FEDERATED HEALTH CAMPAIGN.





LES, I'M GLAD YOU EMERGED UNSCATHED FROM THAT RECENT PILE-UP NEAR MILTON ... BUT I REALLY DIDN'T EXPECT YOU TO HAVE AN ACCIDENT JUST TO TEST HIGHWAY CONDITIONS. BY THE WAY, I'M NOT SURE IF ANYONE HAS TESTED THE NEW IBC BARRIER ON HIGHWAY 400 YET. ANY VOLUNTEERS?

I'D ALSO LIKE TO WELCOME PROGRAM COORDINATORS TO TODAY'S CONFERENCE AND THANK THEM FOR THEIR EFFORTS IN SUPPORT OF THE MINISTRY'S PLANNING PROCESS.

FINALLY, I'D LIKE TO MAKE NOTE OF SOME OF THE ABSENT FACES THIS YEAR ... FACES MISSING AS A RESULT OF RETIREMENT. WE LOST A NUMBER OF PEOPLE THIS YEAR ... INCLUDING FRED ALLEN, WALTER WIGLE, IAN COWAN AND JIM GRAY AMONG OTHERS.

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WHEN I SPOKE TO YOU LAST YEAR, I STRESSED THE NEED FOR INNOVATION AND CHANGE ... TO ENABLE THIS MINISTRY TO CONTINUE ITS RECORD OF EXCELLENCE. I'M PLEASED TO SAY WE HAVE AGAIN ACCOMPLISHED A GREAT DEAL ... IN THE PAST YEAR, WE'VE SUCCESSFULLY MET A NUMBER OF CHALLENGES WHILE MAINTAINING OUR STRONG POSITION WITHIN THE ONTARIO GOVERNMENT. MTC HAS AN EXCELLENT REPUTATION FOR SOUND PROGRAMS AND GOOD MANAGEMENT WITH THE CENTRAL AGENCIES OF THIS GOVERNMENT.




THERE HAS BEEN SOME CONCERN EXPRESSED THAT MTC IS NOT GETTING A FAIR SHARE OF PROVINCIAL RESOURCES. WE'VE BEEN ABLE TO PROVIDE A HIGH LEVEL OF SERVICE TO THE PUBLIC, DESPITE SHRINKING RESOURCES ... BUT IT'S A FACT OF LIFE THAT OTHER GOVERNMENT PROGRAMS ... PARTICULARLY THOSE IN THE SOCIAL FIELDS ... HAVE GROWN.

I PERSONALLY DON'T EXPECT ANY DRAMATIC CHANGES IN OUR LEVEL OF FUNDING IN THE COMING YEARS .. IN SPITE OF INCREASED PRESSURES TO ALLEVIATE GROWING DEMANDS IN THE TRANSIT AND ROADBUILDING AREAS.

DESPITE TIGHT FISCAL REINS, HOWEVER, CONSTRUCTION HAS ALREADY BEGUN ON THE LARGEST SINGLE DOLLAR PROJECT EVER CONTRACTED BY THIS MINISTRY ... THE TWINNING OF THE BURLINGTON BAY SKYWAY. PLANNING AND DESIGN OF THE GO ALRT SCHEME IS WELL UNDERWAY ... AND PROGRESS CONTINUES ON OTHER MAJOR CONSTRUCTION PROJECTS, INCLUDING THE OTTAWA QUEENSWAY AND HIGHWAY 403.

AND ALTHOUGH THERE WERE SOME INITIAL START-UP PROBLEMS, VRSP IS NOW OPERATING REASONABLY SMOOTHLY AND THE RELOCATION TO KINGSTON SUCCESSFULLY COMPLETED LAST YEAR ... ELIMINATING THOSE TRADITIONAL END-OF-FEBRUARY LINE-UPS WE ALL MISS SO VERY MUCH. YOU MAY BE INTERESTED TO KNOW THAT, IN THE FINAL ANALYSIS, THE MINISTRY ONLY HAD TO RELEASE 12 EMPLOYEES, OF AN INITIAL 240, WHO CHOSE NOT TO MOVE TO KINGSTON ... SEVERAL OF WHOM HAVE SINCE BEEN REHIRED. I KNOW THAT MARK LARRATT-SMITH WOULD JOIN WITH ME IN THANKING HAROLD KIVI AND DINA PALOZZI FOR THEIR SUCCESSFUL MANAGEMENT OF THIS MAJOR PROJECT.





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IN THE MUNICIPAL TRANSPORTATION AREA, THE FIRST SECTION OF THE OTTAWA BUSWAY WAS FINALLY OPENED IN DECEMBER OF LAST YEAR ... AND THERE IS CONTINUED PROGRESS ON THE SCARBOROUGH ICTS. HIGH LEVELS OF MUNICIPAL ROAD SYSTEM ADEQUACY WERE MAINTAINED ... AND MUNICIPAL TRANSIT SERVICE AND RIDERSHIP CONTINUES TO GROW.

THE NEW INTERCITY TRANSPORTATION GUIDE, PREPARED IN CONJUNCTION WITH THE MINISTRIES OF NORTHERN AFFAIRS AND ENERGY, WAS PRODUCED LAST YEAR AND NOW SERVES AS A USEFUL GUIDE TO PUBLIC TRANSPORTATION MODES IN THE PROVINCE. AND THE RESPONSIBLE TRUCKING AND OFFEN COMMISSION REPORTS ARE NOW BEING IMPLEMENTED THROUGH THE TRIP PROJECT. IN THE NOT TOO DISTANT FUTURE, WE'LL HAVE SIGNIFICANT CHANGES IN THE REGULATORY ENVIRONMENT FOR GOODS MOVEMENT IN ONTARIO.

IN THE COMMUNICATIONS AREA, ONTARIO HAS MADE A NUMBER OF SIGNIFICANT REPRESENTATIONS BEFORE THE CRTC IN OTTAWA ON A HOST OF TELECOMMUNICATIONS AND CABLE/BROADCAST MATTERS ... INCLUDING SATELLITE UTILIZATION, PAY TV, AND LOCAL RADIO STATIONS. THE PROGRAM HAS PURSUED ITS NEW INDUSTRIAL STIMULATION MANDATE IN ORDER TO ENSURE THAT ONTARIO HAS STRONG COMMUNICATIONS NETWORKS.

I VIEW THIS EFFORT AS BEING SIMILAR TO THE ROAD PROGRAM'S ROLE OVER THE PAST FEW DECADES ... BY ENSURING THAT THE WEALTH-GENERATING POTENTIAL OF PROVINCIAL INDUSTRIES IS BEING MAXIMIZED THROUGH THE DEVELOPMENT OF STRONG, HIGH-CAPACITY ELECTRONIC HIGHWAYS.



OVER THE PAST 12 MONTHS, CO-OPERATIVE EFFORTS BETWEEN THE COMMUNICATIONS DIVISION AND TRAFFIC ENGINEERING CONTINUED IN DESIGNING A FIBRE OPTIC CONTROL NETWORK FOR THE 401 FREEWAY TRAFFIC MANAGEMENT SYSTEM ... A SYSTEM DESIGN THAT PROMISES TO BE A FIRST FOR NORTH AMERICA.

IN ADDITION, THE FIBRE OPTIC COMMUNICATIONS SYSTEM FOR GO ALRT IS UNDER DEVELOPMENT. AND NEXT MONTH, A JOINT PROJECT OF TRANSPORT CANADA AND MTC WILL BE GOING "ON LINE" TO DELIVER TELIDON-BASED AVIATION WEATHER IN VARIOUS AIRPORTS THROUGHOUT ONTARIO ... A PROGRAM THAT HAS ENORMOUS INDUSTRIAL POTENTIAL.

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HOWEVER, DESPITE OUR IMPRESSIVE RECORD, WE CANNOT AFFORD TO STAND STILL. WE MUST MOVE TO MEET TODAY'S AND TOMORROW'S CHALLENGES AND OPPORTUNITIES AND FOLLOW THE STRATEGIC DIRECTIONS BEING PRESENTED HERE THIS MORNING.

YOU'VE PROBABLY ALREADY NOTICED SEVERAL CHANGES IN OUR MANAGEMENT DOCUMENT. MOST OBVIOUS ARE THE COVER AND THE NEW TITLE. THIS YEAR, IT'S CALLED "STRATEGIC DIRECTIONS 1984" TO REPRESENT THE YEAR IN WHICH IT'S PRODUCED. THERE'S NO INTENT TO SUGGEST WE ARE MOVING TO A ONE-YEAR PLANNING FRAME ... IT MERELY REFLECTS THE FORWARD-LOOKING NATURE OF THE MINISTRY. THE CHANGE ALSO REFLECTS THE REALITY THAT THESE DIRECTIONS SHOULD BE IMPLEMENTED WHENEVER IT'S MOST APPROPRIATE ... WHETHER THAT BE WITHIN ONE YEAR OR BEYOND THE TRADITIONAL FIVE-YEAR PERIOD.





AND USING THE FAMILIAR DESIGN OF A HIGHWAY SIGN ON THE COVER IS NOT A RETURN TO A HIGHWAYS FOCUS ONLY! NEXT YEAR, MARK, YOU MAY WANT TO LOBBY FOR A LICENSE PLATE DESIGN -- "STRATEGIC DIRECTIONS - YOURS TO DISCOVER!"

THIS YEAR, WE HAVE HIGHLIGHTED DIRECTIONS IN SIX MAJOR AREAS AS BEING OF THE HIGHEST PRIORITY IN THE MINISTRY. I KNOW ... ECONOMIC GROWTH IS NOT A NEW THEME! IT'S BEEN RAISED IN PREVIOUS YEARS AND INDEED LAST YEAR WAS GIVEN A HIGH PRIORITY ... AND INITIATIVES TO TAKE FULL ADVANTAGE OF ONTARIO'S ECONOMIC RECOVERY WERE A MAJOR COMPONENT OF LAST WEEK'S SPEECH FROM THE THRONE. OPPORTUNITIES FOR TRADE IN SUPPORT OF ECONOMIC GROWTH WERE HIGHLIGHTED IN THAT SPEECH ... INCLUDING THE EXPORT POTENTIAL OF OUR PUBLIC SECTOR SERVICES. AND WE HAVE ALSO PLACED GREAT IMPORTANCE ON THIS AREA IN THE STRATEGIC DIRECTIONS.

I BELIEVE IT'S FAIR TO SAY THAT, DESPITE ALL THE TECHNOLOGICAL CHANGE GOING ON AROUND US EVERY DAY, THERE'S A GREAT TENDENCY TO THINK THINGS DON'T CHANGE ON THE GRAND SCALE. AND CANADA HAS HAD A HERITAGE OF WEALTH AND PROSPERITY LEAVING US TO NATURALLY ASSUME THE FUTURE WILL ALSO COME UP ROSES.





THE REALITY IS, HOWEVER, THAT, ABOUT 1980, WE CROSSED A THRESHOLD THAT FUNDAMENTALLY CHANGED THE ECONOMY OF THE 1980s FROM THE 60s AND 70s. FOR THE WESTERN INDUSTRIALIZED COUNTRIES, THE 1980s WILL BE MARKED ... AT BEST ... BY SLOW GROWTH. SO, IF WE WANT ONTARIO'S LIFESTYLE TO SURVIVE AND IMPROVE, WE AT MTC MUST CAPITALIZE ON OUR OPPORTUNITIES TO CONTRIBUTE TO THE PROVINCIAL ECONOMY.

LET ME ELABORATE ON THE NOTIONS THAT THE 80s ARE A TIME OF UNCERTAINTY AND SLOW GROWTH. FIRST, FEDERAL AND PROVINCIAL GOVERNMENTS HAVE LITTLE FLEXIBILITY RIGHT NOW TO DEAL WITH ECONOMIC DISRUPTION.

TAKE GOVERNMENT DEFICITS FOR EXAMPLE. WHEN OUR ECONOMY FALTERS, GOVERNMENT OFTEN RESORTS TO DEFICITS TO FIGHT THE RECESSION. IF OUR ECONOMY FALTERS NOW, THIS TOOL WILL NOT BE AVAILABLE ... FOR OUR DEFICITS ARE ALREADY TOO HIGH. LIKEWISE, UNEMPLOYMENT IS ALREADY AT THE 10-11 PER CENT MARK.

SECOND, CANADA AND ONTARIO ARE VULNERABLE TO CHANGES IN INTERNATIONAL TRADE. ON A PER CAPITA BASIS, CANADA TRADES NEARLY THREE TIMES AS MUCH AS JAPAN. HOWEVER, IN THE PAST DECADE, CANADA'S SHARE OF WORLD TRADE HAS DECLINED FROM SIX PER CENT TO FOUR AND THERE IS NO CERTAINTY THAT OUR SHARE OF THAT TRADE WILL NOT CONTINUE TO FALL AS WE FACE INCREASINGLY STRONG COMPETITION FROM THE NEWLY INDUSTRIALIZED COUNTRIES IN THE PACIFIC RIM AND OTHER PARTS OF THE WORLD.



AS FOR SLOW GROWTH, THE INCREASED COMPETITION FOR TRADE, WHICH I JUST MENTIONED, IS OBVIOUSLY A FACTOR. BUT THERE ARE MANY OTHER INDICATORS THAT SUGGEST SLOW GROWTH IS THE BEST WE CAN EXPECT.

BASICALLY, WESTERN COUNTRIES HAVE MATURE INDUSTRIAL ECONOMIES ... FOR FOLLOWING THE SECOND WORLD WAR, THE WEST INDUSTRIALIZED AND URBANIZED AT A RAPID RATE. EXPANSION WAS DOMINATED BY NON-RESIDENTIAL CAPITAL PROJECTS SUCH AS ROADS ... SEWAGE ... AND COMMERCIAL RETAIL SPACE ... ALL OF WHICH STIMULATED OUR ECONOMIES.

I DON'T HAVE TO TELL YOU THAT THERE IS ... AND WILL CONTINUE TO BE ... A SLOWDOWN IN CAPITAL INVESTMENT. WHY?

BECAUSE, FLATLY, WE DON'T HAVE THE SAME CAPITAL NEEDS WE HAD IN THE 50s AND 60s. CAPITAL NEEDS OF THE 80s ARE DIFFERENT ... ALTHOUGH WE NO LONGER HAVE THE SAME NEED FOR EXPANSION, THERE IS AN ACCELERATING NEED TO PROTECT THE INFRASTRUCTURE ALREADY IN PLACE. THIS IS TRUE NOT JUST FOR ROADS, BUT ALSO FOR BUILDINGS, SEWAGE SYSTEMS AND ALL OTHER CAPITAL INVESTMENTS. I WILL BE SAYING MORE ON THIS SHORTLY.

SOME OF YOU MAY FEEL I HAVE PAINTED A BLEAK PICTURE. YET I REMAIN OPTIMISTIC. ONTARIO HAS A TALENTED, WELL-EDUCATED LABOUR FORCE WHICH IS NEEDED TO COPE WITH THE LONG-TERM STRUCTURAL CHANGES CURRENTLY WORKING THEIR WAY THROUGH THE ECONOMIES OF THE WESTERN INDUSTRIALIZED COUNTRIES.





IN ONTARIO, WE ARE WELL ADVANCED IN THE TRANSITION TO A POST-INDUSTRIAL OR INFORMATION-BASED ECONOMY. SO, DESPITE THE POTENTIAL FOR GLOOM, THE OPPORTUNITIES ARE THERE ... PROVIDED WE HARNESS OUR STRENGTHS ... AND CERTAINLY AT MTC AND IN THE PRIVATE SECTOR OF THE PROVINCE WE HAVE THE STRENGTHS.

WE HAVE A STRONG CORE OF EXPERTISE IN TRANSPORTATION AND COMMUNICATIONS PLANNING ... AND MANAGEMENT. AND COMBINED WITH OUR STRENGTH IN TECHNOLOGY DEVELOPMENT, WE HAVE A CONSIDERABLE EXPORT POTENTIAL, BOTH DIRECTLY AND IN SUPPORT OF PRIVATE INITIATIVES ABROAD.

RECENT EXAMPLES INCLUDE THE MINISTER'S TRIP WITH GERRY JOHNSTON TO SAUDI ARABIA. AND, OF COURSE, WE ARE ALL FAMILIAR WITH THE SIGNIFICANT ACHIEVEMENTS BEING MADE BY UTDC.

WHILE OUR OWN DEVELOPMENT OF NEW TRANSPORTATION AND COMMUNICATIONS INFRASTRUCTURE MAY BE SLOW HERE AT HOME ... THERE'S AN OPPORTUNITY TO PROVIDE THE EXPERIENCE WE HAVE GAINED TO COUNTRIES THROUGHOUT THE WORLD .. COUNTRIES LOOKING FOR THIS EXPERIENCE. MTC, AS A PROVINCIAL GOVERNMENT AGENCY, HAS A ROLE TO PLAY IN DEVELOPING SUCH GOVERNMENT CONTACTS WHICH ARE OFTEN NECESSARY TO SUPPORT PRIVATE SECTOR INITIATIVES OVERSEAS.





IN ADDITION, THE STRATEGIC DIRECTIONS IDENTIFY ACTIONS UNDER THE HEADINGS OF INDUSTRY AND TECHNOLOGY SUPPORT. IN PARTICULAR, A ROLE FOR MTC TO PLAY IN SUPPORT OF GOODS MOVEMENT AND DEVELOPMENT OF COMMUNICATIONS TECHNOLOGY.

\* \* \*

THE TRANSPORTATION AND COMMUNICATIONS INFRASTRUCTURE IN ONTARIO, AS I'VE SAID ON NUMEROUS OCCASIONS, IS SECOND TO NONE IN THE WORLD. WHENEVER I TRAVEL, I'M PROUD OF THE FACT THAT PEOPLE COME UP TO ME AND COMPLIMENT ME ON BEHALF OF THE MINISTRY FOR OUR EXCELLENT FACILITIES.

THUS, IT REMAINS A HIGH PRIORITY TO MAINTAIN THIS INFRASTRUCTURE AND PROTECT THE HIGH LEVEL OF INVESTMENT THAT HAS BEEN MADE BY ALL GOVERNMENT LEVELS. I SPOKE ABOUT THIS EARLIER ... AND IT, OF COURSE, IS NOT A NEW DIRECTION.

AND, WHILE IT HASN'T ALWAYS BEEN POSSIBLE TO MAINTAIN THIS PRIORITY IN TERMS OF EXPENDITURE EACH YEAR, I THINK YOU ALL RECOGNIZE THERE ARE CERTAIN COMMITMENTS TO SYSTEM EXPANSION WHICH ... WHEN COMBINED WITH BUDGET CONSTRAINTS ... HAVE HINDERED OUR ABILITY TO PROVIDE FUNDS TO THIS AREA. ALSO BECAUSE OF CONSTRAINTS, WE HAVE NOT BEEN ABLE TO MEET CONGESTION AND CAPACITY PROBLEMS THAT EXIST IN PARTS OF OUR PROVINCE ... PROBLEMS PLACING A HEAVIER LOAD ON PROVINCIAL HIGHWAYS FUNDING.



HAVING SAID THAT, IT'S NOT DIFFICULT TO UNDERSTAND THE POSITION OF THE CENTRAL AGENCIES. WHEN THEY DRIVE ON THE EXCELLENT HIGHWAYS WE HAVE PROVIDED ... AND FACED WITH COMPETING DEMANDS FOR RESOURCES ... IT'S HARD FOR THEM TO UNDERSTAND OUR NEEDS. BUT I CAN TELL YOU, NEITHER THE MINISTER NOR I ARE PREPARED TO SEE POTHoles DEVELOP IN ORDER TO JUSTIFY A NEED FOR MORE FUNDS. IT'S THEREFORE INCUMBENT UPON US TO DEMONSTRATE WHY IT IS NECESSARY TO MAINTAIN THE SYSTEM AT A HIGH LEVEL ... AND WHAT THE CONSEQUENCES WILL BE IF IT IS ALLOWED TO DETERIORATE.

NOR CAN WE FORGET THE MAJOR INVESTMENTS IN MUNICIPAL INFRASTRUCTURE TO BE MAINTAINED ... OR THE PLANS FOR SIGNIFICANT SYSTEM EXPANSION, PARTICULARLY IN METRO TORONTO, HAMILTON AND OTTAWA. WE MUST CONTINUE TO CO-OPERATE AND WORK WITH THESE MUNICIPALITIES TO DEVELOP A CONSENSUS FOR A RATIONAL PROGRAM OF SYSTEM DEVELOPMENT.

WE'VE ALSO MADE SIGNIFICANT INVESTMENTS IN COMPUTER-BASED INFORMATION SYSTEMS, SUCH AS VRSP, AND THESE INVESTMENTS MUST BE PROTECTED THROUGH PROPER MAINTENANCE AND UPKEEP.

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FOR A NUMBER OF YEARS NOW, WE HAVE BEEN TALKING ABOUT AN OUTLOOK OF DEMOGRAPHIC AND SOCIAL CHANGE. THIS YEAR, SOCIAL CHANGE HAS BEEN HIGHLIGHTED AS A MAJOR THEME BECAUSE WE NOW FEEL THESE CHANGES ARE LARGE ENOUGH ... AND IMMEDIATE ENOUGH ... THAT THE TIME HAS COME TO SERIOUSLY ADDRESS OUR POLICIES, PROGRAMS AND ACTIVITIES TO ENSURE THAT THEY ARE, AND WILL BE, APPROPRIATE.

OF COURSE A SIGNIFICANT FACTOR INFLUENCING THE CHANGES IN SOCIETY IS THE "BIG GENERATION" AND THE CHANGING AGE PROFILE OF THE POPULATION. ONE-HALF THE POPULATION IS NOW OVER AGE 30. THIS HAS MAJOR IMPLICATIONS IN THE WORKPLACE, LIFESTYLE, BEHAVIOUR, FAMILY FORMATION, CONSUMER EXPENDITURE PATTERNS, RECREATIONAL AND TRAVEL PATTERNS.

FOR EXAMPLE, THE MARKET FOR HOUSEHOLD FURNISHINGS AND APPLIANCES IS SHIFTING TOWARD REPLACEMENT DEMAND AS NEW HOUSEHOLD FORMATION SLOWS AND THERE IS A GROWING DEMAND FOR LEISURE-RELATED GOODS AND SERVICES.

AND AS THE POPULATION CONTINUES TO AGE, THERE WILL BE CHANGING DEMANDS FOR PUBLIC AND PRIVATE GOODS AND SERVICES. AND, OF COURSE, WE ARE ALL FAMILIAR WITH THE CONCERN FOR PUBLIC POLICIES AND PROGRAMS WHEN THE BABY BOOM REACHES RETIREMENT BEYOND THE TURN OF THE CENTURY.



MANY LIFESTYLE CHANGES ARE ASSOCIATED WITH THIS GENERATION. IN PARTICULAR, THIS GENERATION, WHICH GREW UP DURING A PERIOD OF UNPRECEDENTED AFFLUENCE, HAS DIFFERENT VALUES. PEOPLE EXPECT MORE IN TERMS OF JOB SATISFACTION ... AND INCREASINGLY LOOK FOR REWARDS OUTSIDE THE WORKPLACE. IT HAS BEEN SAID THAT THEY "WORK TO LIVE" RATHER THAN "LIVE TO WORK".

ANOTHER AREA TO BE CONSIDERED UNDER THE HEADING OF SOCIAL CHANGE IS THE CONCEPT OF CHOICE AND ACCESSIBILITY AMONG COMPETING MODES OF TRANSPORTATION AND COMMUNICATIONS. IT HAS BEEN AMONG THE MINISTRY'S OBJECTIVES FOR A NUMBER OF YEARS ... TO ENSURE A REASONABLE CHOICE OF TRANSPORTATION AND COMMUNICATIONS SERVICES EXISTS. BUT THERE IS ALSO INCREASING UNCERTAINTY REGARDING THE DEGREE TO WHICH ... AND UNDER WHAT CONDITIONS ... CAN AND SHOULD THE MINISTRY ENSURE THAT REASONABLE CHOICE.

FOR EXAMPLE, INCREASINGLY, SPECIAL INTEREST GROUPS IN PARTICULAR AREAS OF THE PROVINCE ARE REQUESTING ... ALMOST DEMANDING ... EQUAL TRANSPORTATION AND COMMUNICATIONS SERVICES AS PROVIDED TO OTHER GROUPS AND AREAS. IT WILL BE UP TO US TO CONSIDER HOW, WHEN, WHERE AND IF THESE DEMANDS CAN BE SATISFIED ... AND AT WHAT COST.

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YOU MAY HAVE ALREADY HEARD ABOUT THE CONCEPT OF MARKETING THE MINISTRY'S RESPONSIBILITIES AND ACTIVITIES. THIS SUBJECT HAS BEEN REPEATEDLY RAISED TO ME IN THE LAST YEAR AS AN AREA WHERE THE MINISTRY HAS ROOM FOR IMPROVEMENT.

INITIALLY, IT WAS DISCUSSED LAST SUMMER AT THE CONFERENCE AT THE MILLCROFT INN WHERE SEVERAL GUESTS FROM OUTSIDE THE MINISTRY STATED THEY WERE UNFAMILIAR WITH MINISTRY ACTIVITIES ... AND REALLY DIDN'T UNDERSTAND HOW MTC CONTRIBUTES TO THE OVERALL WELL-BEING OF THE PROVINCE.

NUMEROUS SUGGESTIONS WERE MADE AS TO HOW WE COULD IMPROVE OUR COMMUNICATIONS WITH THE PUBLIC ... AND THE CONCEPT OF MARKETING WAS INTRODUCED.

MARKETING, I HASTEN TO ADD, DOES NOT MEAN ADVERTISING OR THAT WE ARE TRYING TO CONVEY A FALSE IMAGE TO THE PUBLIC. MARKETING MEANS WE WILL ATTEMPT TO IDENTIFY OUR CLIENT GROUPS ... THEIR NEEDS AND INTERESTS ... AND MORE CLOSELY IDENTIFY HOW WE CAN BEST COMMUNICATE WITH AND MEET THE NEEDS OF EACH OF THESE GROUPS.

THE POTENTIAL BENEFITS TO BE ACHIEVED FROM A MARKETING APPROACH TO COMMUNICATIONS WITH MTC'S PUBLICS ARE MANY.



NOT ONLY IS THERE THE BENEFIT OF ENSURING THAT OUR ACTIVITIES REMAIN APPROPRIATE TO THE CLIENTS WHICH THEY ARE MEANT TO SERVE, BUT THERE WOULD BE A SPIN-OFF EFFECT ... A MORE GENERAL UNDERSTANDING OF THE MINISTRY'S NEEDS AND ITS CONTRIBUTIONS.

SUCH A SPIN-OFF COULD ONLY SERVE TO BENEFIT THE MINISTRY AND, AS A RESULT, THE PUBLIC IN THE FUTURE AS WE COMPETE FOR SCARCE PROVINCIAL RESOURCES. TO THIS END, A TASK FORCE UNDER THE CHAIRMANSHIP OF ALEC KELLY HAS ALREADY BEEN SET UP TO LOOK AT THIS CONCEPT.

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LET'S TALK SAFETY ... FOR IT HAS ALWAYS HAD A HIGH PRIORITY. LAST WEEK'S SPEECH FROM THE THRONE HIGHLIGHTED DRINKING AND DRIVING AS A MAJOR GOVERNMENT CONCERN AND WE CONTINUE TO SUPPORT THE ATTORNEY GENERAL IN THIS AREA.

WE CAN BE PLEASED WITH THE FACT THAT THE SIGNIFICANT REDUCTION IN HIGHWAY TRAFFIC FATALITIES IN 1981 CONTINUED THROUGH 1982 WITH ONLY A MINOR INCREASE IN 1983. GIVEN THE LARGE NUMBER OF FACTORS WHICH CONTRIBUTE TO THESE ACCIDENT RATES, HOWEVER, I KNOW WE CANNOT GUARANTEE THIS WILL NECESSARILY CONTINUE IN THE FUTURE. YET I DO THINK WE CAN EXPECT A LONG-TERM DOWNWARD TREND ... FOR THE SIMPLE REASON THAT WE SHALL NEVER LET UP IN THIS AREA.

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IN ANOTHER AREA, WE HAVE IDENTIFIED STRATEGIC DIRECTIONS UNDER THE GENERAL HEADING OF MANAGEMENT OF MINISTRY RESOURCES. THIS CONTINUES TO BE A MAJOR AREA OF INTEREST AND CONCERN.

AS YOU ARE AWARE, MTC'S BUDGET IS UNDER CONTINUING PRESSURE WITH IN-YEAR CONSTRAINTS HAPPENING ON AN ALMOST REGULAR BASIS ... AND OUR TOTAL STAFF STRENGTH DECLINING OVER THE PAST SEVERAL YEARS. NEVERTHELESS, I'M PLEASED WITH THE OVERALL QUALITY AND EXCELLENCE OF OUR PROGRAMS ... AND THE FACT THAT WE CONTINUE TO DELIVER AT A VERY HIGH LEVEL WITHIN THESE CONSTRAINTS.

I AM, HOWEVER, CONCERNED ABOUT RAPID INCREASE OF TECHNOLOGY WITHIN THE MINISTRY. TECHNOLOGY IS A KEY TO INCREASING OUR PRODUCTIVITY AND ENSURING WE WILL BE ABLE TO CONTINUE TO PROVIDE THAT HIGH LEVEL OF SERVICE DESPITE REDUCED RESOURCES.

THIS INCREASE, HOWEVER, CREATES CONCERN ON THE PART OF STAFF ... AND ALSO IT'S AN EXPENSIVE PROPOSITION TO UNDERTAKE UNLESS PLANNED CAREFULLY.



STUDIES ARE ALREADY UNDERWAY ON THE INTRODUCTION OF COMPUTER INFORMATION TECHNOLOGY UNDER THE AUSPICES OF RMC. IT'S IMPORTANT THESE EFFORTS BE ACCELERATED' SO WE CAN SOON CAPITALIZE ON THE BENEFITS TO BE ACHIEVED WHILE MINIMIZING THE NEGATIVE CONSEQUENCES. HERE, I'M EXPECTING SIGNIFICANT RESULTS.

NEXT, AS SENIOR MANAGERS, ALL OF YOU HAVE A PARTICULAR RESPONSIBILITY IN THE AREA OF REMOVING THE CURRENT UNCERTAINTY REGARDING THE STAFFING SITUATION.

AS MOST OF YOU ARE AWARE, WE HAVE RECENTLY TAKEN ACTION TO ADDRESS THE PROBLEM OF SURPLUS STAFF IN THE HIGHWAY CONSTRUCTION AREA. QUITE FRANKLY ... EVEN IF WE COULD AFFORD TO PAY THEM ... OUR POLICY MUST BE TO PAY OUR STAFF TO DO NECESSARY WORK AND NOT TO KEEP PEOPLE ON HAND WHEN THERE IS NO WORK TO BE DONE.

WHEREVER POSSIBLE, STAFF SHOULD BE PROVIDED WITH AN OPPORTUNITY TO RELOCATE TO AREAS WHERE THERE IS SUFFICIENT WORK. SOMETIMES RETRAINING WILL BE USEFUL TO ACHIEVE THIS, BUT LAY-OFFS WILL UNFORTUNATELY BE NECESSARY.





LAST YEAR AT THIS TIME, I STATED THAT THE NO LAY-OFF POLICY MUST BE DISCONTINUED. THIS YEAR, I AM STATING THIS IS NOW A REALITY ... IT'S ONLY WHEN CLEAR SURPLUSES EXIST IN A PARTICULAR AREA WILL IT BE NECESSARY TO TAKE THIS REGRETTABLE ACTION. THE LONGER TERM POLICY OF ATTRITION TO REDUCE OVERALL STAFF STRENGTH IS OBVIOUSLY THE PREFERRED ROUTE AND WILL CONTINUE TO BE OUR FIRST APPROACH.

I KNOW THE UNCERTAINTY AROUND STAFFING AND THE RUMOURS WHICH HAVE BEEN CIRCULATING FOR A LONG TIME HAVE LED TO STAFF MORALE PROBLEMS. IT'S UP TO ALL OF US TO ELIMINATE THE CURRENT UNCERTAINTY AND PROVIDE A POSITIVE ENVIRONMENT TO HELP STAFF COPE WITH CHANGES IN THE WORKPLACE.

I KNOW MANY EMPLOYEES, CAUGHT UP IN RECENT CHANGES AND THE INCREASING DEMANDS LAID ON THEM, HAVE REACTED POSITIVELY. YET, WE MUST ENCOURAGE STAFF TO BECOME INVOLVED IN THE PROCESS AND FEEL THAT THEY ARE MAKING A USEFUL CONTRIBUTION.

AS MANAGERS IN A HIGHLY SKILLED AND COMPETENT ORGANIZATION, WE HAVE A RESPONSIBILITY AS WELL, BOTH COLLECTIVELY AND INDIVIDUALLY, TO RECOGNIZE THAT THE NEED FOR THOSE SKILLS AND THAT COMPETENCE WILL REMAIN AND TO ENSURE THAT WE PLAN IN SUCH A WAY AS TO ENSURE THAT OUR PRESENT AND FUTURE WORKFORCE IS ENCOURAGED TO DEVELOP AND GROW.

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TO SUM UP THE MAJOR THEMES OF THE DIRECTIONS THIS YEAR, I THINK WE SHOULD FOCUS ON ECONOMIC GROWTH, PARTICULARLY THE CONTRIBUTION THIS MINISTRY CAN MAKE TO FOREIGN TRADE. WE MUST MAINTAIN THE VERY STRONG TRANSPORTATION AND COMMUNICATIONS INFRASTRUCTURE IN PLACE IN THE PROVINCE ... AND WE MUST ANTICIPATE AND RESPOND TO SOCIAL CHANGE.

WE MUST ALSO IMPROVE OUR COMMUNICATIONS WITH OUR VARIOUS PUBLICS ... CONTINUE TO SUPPORT IMPROVED SAFETY ON OUR HIGHWAYS AND OTHER TRANSPORTATION MODES ... AND DO ALL THIS WHILE CONTINUING TO MANAGE OUR RESOURCES DURING A PERIOD OF CONSTRAINT.

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ALLOW ME TO CLOSE MY ADDRESS BY STRESSING MY COMMITMENT TO THESE DIRECTIONS ... AND THE PROCESS USED TO BRING THEM ABOUT. I STRONGLY BELIEVE IN THE STRATEGIC MANAGEMENT PROCESS THAT WE HAVE HAD IN PLACE IN THE MINISTRY FOR A NUMBER OF YEARS ... AND I'M CONVINCED THAT ITS SUCCESS IS ILLUSTRATED BY THE FACT WE ENJOY AN EXCELLENT REPUTATION WITHIN THE ONTARIO GOVERNMENT. IT'S OUR CONTINUED FORWARD AND OUTWARD LOOKING POSTURE WHICH ALLOWS US TO MAINTAIN THIS ENVIABLE POSITION.

I WAS STRUCK RECENTLY, WHEN I ATTENDED THE MANAGEMENT '84 SEMINAR THIS YEAR AT KEMPENFELDT BAY, BY THE DEGREE TO WHICH OUR MIDDLE MANAGERS ARE VERY AWARE OF THE PRESSURES AND PRIORITIES OF THE MINISTRY.





ALTHOUGH SEVERAL MEMBERS OF THE MANAGEMENT '84 PROGRAM COMPLAINED THAT THEY DO NOT RECEIVE FEEDBACK ON ACTIONS WHICH HAVE BEEN TAKEN ... OR RECOMMENDATIONS MADE THROUGH THE PLANNING PROCESS ... THE VERY FACT THAT THEY IDENTIFIED A GREAT MANY OF THE VERY SAME CONCERNS AS THE STRATEGIC POLICY COMMITTEE IDENTIFIED AT THE STRATEGY THINK-IN, INDICATES TO ME THAT STAFF ARE INDEED AWARE OF THE ISSUES FACING THE MINISTRY ... THAT THE COMMUNICATIONS PROCESS, BOTH UPWARDS AND DOWNWARDS, IS TAKING PLACE QUITE WELL.

HOWEVER, THE PERCEPTION OF POOR COMMUNICATIONS AND LACK OF FEEDBACK IS REAL ... SO I TRUST IMPROVEMENTS CAN BE MADE. IN PARTICULAR, I BELIEVE THIS CONFERENCE IS ONE WAY IN WHICH WE CAN IMPROVE OUR FEEDBACK TO OUR STAFF. I CHALLENGE EACH AND EVERY ONE OF YOU TO TALK TO YOUR MANAGERS AND YOUR STAFF ABOUT MTC'S FUTURE DIRECTIONS AS WELL AS THE CONTENTS OF TODAY'S SESSION. THEN THEY MAY MORE CLEARLY UNDERSTAND HOW THEIR ACTIVITIES FIT INTO THE OVERALL SCHEME OF THINGS ... FOR IT'S ESSENTIAL THAT THESE DIRECTIONS ARE COMMUNICATED TO THOSE WHO MUST IMPLEMENT THEM ... AND THAT IMPLEMENTATION TAKES PLACE.

WELL, I'VE SAID MY PIECE. I'M SURE YOU WILL FIND THE REST OF THE DAY WELL WORTH YOUR WHILE ... YOU'LL BE ENCOURAGED TO ASK LOTS OF QUESTIONS ... INCLUDING THE TOUGH ONES ... BECAUSE THAT'S WHAT WE'RE HERE FOR TODAY -- TO PUT THE ISSUES AND STRATEGIES ON THE TABLE AND DISCUSS THEM.

THANK YOU AND GOOD MORNING.



